

THE GEORGE WASHINGTON UNIVERSITY  
Washington, DC

MINUTES OF A REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
NOVEMBER 11, 1994, IN LISNER HALL  
ROOM 603

The meeting was called to order by President Trachtenberg at 2:18 p.m.

Present: President Trachtenberg, Vice President French, Parliamentarian Keller, Boswell, Eftis, Elgart, Englander, Fowler, Griffith, Gupta, Harrington, Johnston, Kahn, Kind, Miller, Pelzman, Robinson, Salamon, Seavey, K. Smith, Thompson, Tropea, Vontress, and Wirtz

Absent: Registrar Gaglione, Brewer, Castleberry, Friedenthal, Frieder, Keimowitz, Kirsch, Millar, Mitchell, P. Smith, and Solomon

APPROVAL OF THE MINUTES

The minutes of the regular meeting of October 14, 1994, were approved as distributed.

RESOLUTIONS

I. RESOLUTION 94/3, "A RESOLUTION TO RECOMMEND THE ESTABLISHMENT OF A JOINT FACULTY-ADMINISTRATION TASK FORCE ON RETIREMENT OPPORTUNITIES AND INCENTIVES TO FACULTY"

On behalf of the Committee on Faculty Development and Support, Professor Gupta, Chair, moved the introduction of a substitute resolution which included some modifications prepared by the Committee. He explained that the original resolution had put the "cart before the horse" by calling for a comparative scheme to be established before calling for a Task Force to be formed. The substitute resolution, he said, reverses this order by combining the First and Second RESOLVING Clauses of the original resolution. The only other change, he said, was to delete some language in the Second WHEREAS Clause, making the substitute a cleaner resolution. The motion was seconded, and copies of the substitute resolution were distributed to the Senate members. No objections were made to consideration of the substitute and the Chair ruled that the substitute resolution was accepted for consideration in place of the original Resolution 94/3.

Professor Pelzman asked if this resolution dealt with questions of early retirement or questions of retirement. Professor Gupta replied that the resolution dealt with questions of voluntary retirement because, when a voluntary retirement takes place, that is considered early retirement since there is no mandatory age. Professor Pelzman said that he did not have a problem with this resolution if its intent was to have a Task Force look at post-retirement benefits for those faculty members who decide voluntarily to retire at age 80 or 90 for example. But if this resolution is really dealing with generating an early buyout or "golden parachute" to induce faculty members to retire early, he said he would not support it because current employees of the University would be sacrificing their expected salary increases to fund such early buyouts. Professor Gupta replied that if the Senate wished to put parameters on the results of the Task Force's work, it could do so, but he thought it premature to forecast what the Task Force would or would not say in the future. Professor Boswell said that he thought the resolution spoke for itself and it seemed to him that the Task Force is being asked to look at the implications for both the individual and the University before making any recommendations.

Professor Griffith, Chair of the Appointment, Salary, and Promotion Policies Committee, said that the Committee supported the resolution with its understanding that the charge to the Task Force will be first to conduct a feasibility study and to propose a package of benefits only after establishing that such a package would be affordable and of overall benefit to the University. What the ASPP Committee thought should be studied was a scheme of benefits in which there would be differential packages, some available to people retiring early, some available to people on retiring at age 80, but that the whole scheme would be worked out and would make sense. Professor Griffith then moved that the First RESOLVING Clause be amended to insert the words "consider the establishment of" in the fifth line, after the word "to," so that the same would read:

- "(1) That a joint faculty-administration Task Force be established to examine the range of financial and other benefits that could be provided by the University to retiring faculty, to assess the future cost and policy implications of such benefits, and to consider the establishment of a comprehensive scheme of incentives and benefits that might be available to the retiring faculty;"

The motion was seconded. Professor Gupta accepted the amendment as an editorial one.

The question was called, and the Griffith amendment was passed.

Professor Pelzman pointed out that if the intent of the resolution was to determine what post-retirement benefits are feasible,

then he did not think that the Second WHEREAS Clause was necessary, because the question really was one of what the benefits are in exiting the University.

The question was called, and Substitute Resolution 94/3, as amended, was adopted. (Substitute Resolution 94/3 is attached.)

II. RESOLUTION 94/4, "A RESOLUTION ON THE STRATEGIC PLAN FOR RESEARCH"

On behalf of the Research Committee, Professor Phyllis D. Kind, Chair, moved the adoption of Resolution 94/4, and the motion was seconded. Professor Kind gave a brief outline of the history of this plan. In 1991, the Research Committee published a special report entitled, "Research at GW: Constraints and Incentives," which was presented to the Faculty Senate but not acted upon. The Advisory Council on Research during the last year began to prepare the Strategic Plan. The plan was reviewed by the Research Committee. In a joint meeting of the Advisory Council on Research and the Research Committee, the plan was reworked and some priorities were reordered. The Strategic Plan was adopted by the Advisory Council on Research April 15, 1994. Professor Kind said that the Research Committee has discussed this plan and did not find it controversial. The Committee found it a positive plan that would encourage research at the University and thought that it was important for the Senate to express its support for research at the University.

Professor Griffith said that, while he supported the resolution, he would not endorse it wholeheartedly because the summary of priorities in the plan reflects that sponsored research is overwhelmingly more important than non-sponsored research. He said it seemed to him that the resolution tends to reflect the interest of the Research Committee in sponsored research and much lower interest in research that is carried on in the University not funded by outside grants.

Professor Gupta asked whether the Senate's approval of this plan would be detrimental to the future establishment of new centers and institutes. Professor Kind replied that she did not read the plan as meaning that efforts to increase research centers and institutes here at GW would cease. Professor Eftis said that the plan would allow for establishment of new centers. The Chair called upon Associate Vice President Lehman who said that the administration was considering new centers and institutes every year and that a new one was currently in the midst of being established in the Business School. Vice President French said that all centers and institutes have a fixed period of life in their charters. The normal period of an institute is two years with four years' maximum, and there is a sunset on ones that are not producing according to their original objectives.

Professor Kahn said that the wording of the Resolution was a subsidiary issue. The question of whether the Senate endorses the plan wholeheartedly or moves with deliberate speed were matters that could be argued, but the main intent of the resolution was an endorsement of the larger document which is The George Washington University Strategic Plan for Research. Noting that he first received this plan just last week and therefore has not had time to study it, he said he could not support the resolution at this time. This plan was a very detailed and comprehensive document that he would like to discuss with his colleagues to determine what its implications would be. Professor Kahn moved that the resolution be postponed to the next regular meeting of the Faculty Senate. The motion was seconded.

The question was called, and the motion to postpone Resolution 94/4 to the next regular meeting of the Faculty Senate was adopted. (Resolution 94/4 is attached.)

#### INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

#### GENERAL BUSINESS

I. NOMINATION FOR ELECTION OF ACTING CHAIR OF THE COMMITTEE ON ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND ENROLLMENT MANAGEMENT

On behalf of the Executive Committee, Professor Robinson moved the nomination of George B. Lear, Jr., Professor of Naval Science, for election as Acting Chair of the Committee on Admissions Policy, Student Financial Aid, and Enrollment Management. Professor Lear was unanimously elected.

II. REPORT OF THE EXECUTIVE COMMITTEE

The Report of the Executive Committee by Professor Robinson, Chair, is enclosed.

III. INTERIM REPORTS OF SENATE COMMITTEE CHAIRS

(1) APPOINTMENT, SALARY, AND PROMOTION POLICIES (including Fringe Benefits) - Professor William B. Griffith, Chair, said that there were two major items that he wished to report on. The first was a proposal for a Tuition Exchange Program which would enable children of faculty and staff at GW to attend other universities or colleges and receive tuition benefits there instead of taking the tuition benefits they would be entitled to at GW. This Program was endorsed by the



Benefits Review Committee, and the ASPP Committee supports this proposal as one that should be pursued. (A description of the Tuition Exchange Program is attached.) The second item to be reported was data prepared by Professor Kirsch, on behalf of the ASPP Committee, which reflects a tabular comparison of the salaries of the presidents of "market basket" universities, plus some additional comparisons. Professor Griffith said that Professor Kirsch plans to present a fuller report after the first of this year when the IRS 990 information becomes available to the Committee. (Tabulation is attached.)

The ASPP Committee is also working on the following other items:  
 (a) in conjunction with the PEAFC Committee, the ASPP Committee is considering possible language to amend the Faculty Code to require departments and schools to publish criteria and procedures for reappointments of regular faculty members; (b) reviewing the implications of the Family and Medical Leave Act, both Federal and District Acts, for the question of whether or not the tenure clock should be stopped when faculty take the leave they are entitled to under the Act; and (c) reviewing the Summer Sessions Policy, installed a few years ago, to determine if those policies have worked as projected.

(2) ATHLETICS AND RECREATION - Professor Stefan O. Schiff, Acting Chair. (Interim Report read by Professor Pelzman, on behalf of Professor Schiff, is attached.)

(3) FISCAL PLANNING AND BUDGETING - Professor Joseph Pelzman, Chair, reported that the Committee was reviewing the financial performance model that was being applied to the School of Engineering. The Committee has prepared a single set of criteria for a financial reporting mechanism where there is a bottom line which means that revenue after expenses goes into a contribution to University overhead. The Committee believes that it now has something that is a more equitable and fair statement of each School's revenue and expenses that it has control over. The Committee is going to ask for a joint meeting with the Council of Deans before its proposal is presented to the Senate. The financial performance model under review by this Committee is not intended to be a budgetary instrument.

(4) JOINT TASK FORCE TO ASSESS THE LONG-RUN COMPARATIVE ADVANTAGE OF THE VIRGINIA CAMPUS - Professor Joseph Pelzman, Co-Chair, reported that the Task Force has not yet met this year. However, it has found that the Mission Statement of the Virginia Campus has changed, and therefore its performance is not what it was intended to be. A meeting of the Task Force will be planned to discuss this matter with the administration.

(5) PROFESSIONAL ETHICS AND ACADEMIC FREEDOM COMMITTEE - Professor Walter K. Kahn, Chair. (Interim Report read by Professor Kahn is attached.)

(6) ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY - Professor John Eftis, Chair, reported that the Committee has met and is considering the following topics: (a) to draft a resolution that would make GW a smoke-free University; (b) to re-examine GW's policy of charging its employees for parking; and (c) to suggest that the University administration introduce an administrative training program for the chairs of departments.

(7) FACULTY DEVELOPMENT AND SUPPORT - Professor Murli M. Gupta, Chair, (Interim Report read by Professor Gupta is attached.)

(8) HONORS AND ACADEMIC CONVOCATIONS - Professor Ormond A. Seavey, Chair, reported that the Committee has met to recommend candidates for honorary degrees to be given at the 1995 graduation. Results of a Spring 1994 survey of faculty views about graduation are being tallied for the Committee's consideration.

(9) RESEARCH COMMITTEE - Professor Phyllis D. Kind, Chair, reported that the Committee has met twice. The Strategic Plan for Research was discussed and a resolution, recommending that the Senate endorse the Strategic Plan, was drafted for introduction to the Senate at its November 11th meeting. The Committee discussed ways to encourage research at GWU and plans to examine the role of research in promotion and tenure decisions in each school and college.

(10) EDUCATIONAL POLICY - Professor Diane M. Brewer, Chair. (Interim Report is attached.)

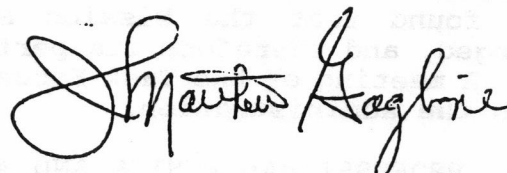
No Interim Reports were received from the Committees on Admissions Policy, Student Financial Aid, and Enrollment Management; Libraries; Physical Facilities; University and Urban Affairs; and Joint Committee of Faculty and Students.

BRIEF STATEMENTS (AND QUESTIONS)

No brief statements were made.

ADJOURNMENT

Upon motion made and seconded, the President adjourned the meeting at 3:15 p.m.



J. Matthew Gaglione  
Registrar

[Any inquiries about this resolution should be directed to Professor Murli M. Gupta, Chair, Committee on Faculty Development and Support Ext. 44857.]

SUBSTITUTE RESOLUTION

A RESOLUTION TO RECOMMEND THE ESTABLISHMENT  
OF A JOINT FACULTY-ADMINISTRATION TASK FORCE  
ON RETIREMENT OPPORTUNITIES AND INCENTIVES TO FACULTY (94/3)

WHEREAS, there is no fixed age retirement for the University faculty as of 1/1/94; and

WHEREAS, many faculty members requesting voluntary early retirement have heretofore obtained certain financial and other benefits as part of their retirement package and such practice needs to continue under a future Voluntary Retirement Policy; and

WHEREAS, any future Voluntary Retirement Policy would have academic, fiscal and personnel implications for the academic departments and schools, and for the operating budget of the University; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

(1) That a joint faculty-administration Task Force be established to examine the range of financial and other benefits that could be provided by the University to retiring faculty, to assess the future cost and policy implications of such benefits, and to consider the establishment of a comprehensive scheme of incentives and benefits that might be available to the retiring faculty; and

(2) That the Task Force consist of four faculty members to be nominated by the Executive Committee for election by the Faculty Senate. One of these nominees will be a member of the Faculty Senate and will co-chair the Task Force. The Vice President for Academic Affairs will co-chair the Task Force and will appoint two additional members; and

(3) That the Task Force solicit input from the faculty and report its findings and recommendations to the Faculty Senate. A preliminary report should be prepared for the April 1995 Senate meeting and a final report should be prepared for the April 1996 Senate meeting.

Faculty Senate Committee on Faculty Development and Support  
Approved November 11, 1994

Adopted, as amended, November 11, 1994

[Any inquiries about this resolution should be directed to Professor Phyllis D. Kind, Chair, Committee on Research, Ext. 42908.]

**A RESOLUTION ON THE STRATEGIC PLAN FOR RESEARCH (94/4)**

- WHEREAS,** The Faculty Senate is convinced that the value and stature of The George Washington University as an educational institution, to its students, to its faculty and to the nation at large, would be enhanced by increasing the level of scholarly research; and
- WHEREAS,** The Faculty Senate believes the opportunities, facilities and incentives for the conduct of scholarly research should be increased for faculty in all of the Schools and Departments of the University; and
- WHEREAS,** The Faculty Senate, through its Research Committee, has evaluated the constraints on scholarly research and the incentives for the conduct of that research at The George Washington University, and published the results of this study in its 1991 report; and
- WHEREAS,** The Faculty Senate believes that the 1994 Strategic Plan for Research recognizes the constraints on the opportunities for the conduct of scholarly research at The George Washington University and proposes a series of measures designed to alleviate many of these barriers and enhance research opportunities;

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:**

**That the Faculty Senate endorses wholeheartedly this Strategic Plan for Research and urges its complete and speedy implementation by the University Administration across all of the Schools and Departments of the University.**

**Research Committee  
October 24, 1994**

Postponed, November 11, 1994, to the December 9, 1994, Senate meeting

*See Plan attached to Substitute Res 94/4  
adopted 12/9/95.*





OFFICE OF THE VICE PRESIDENT  
FOR ADMINISTRATIVE AND INFORMATION SERVICES

## DISCUSSION DRAFT

### Recommendations for Implementing Tuition Exchange Program

Tuition Exchange, Inc. has invited The George Washington University to join its growing list of participating colleges and universities. The list consists mostly of small liberal arts colleges located throughout the United States, but there are a variety of other institutions on the list as well. A list of the current participants is attached to this discussion draft.

The important issues for the University to resolve are:

- 1) How many students do we wish to import?
- 2) How many do we wish to export?
- 3) Shall we limit the value of the benefit for imported students to the minimum permitted by the agreement, \$13,250 in 1994-95?
- 4) Shall we limit the benefit to undergraduate only?
- 5) Which office should administer the program and what selection criteria should we establish for the dependents of GW personnel?

### Recommendations:

- 1) Consider importing five students per year and exporting five students per year. Supposedly, this will provide us with a cohort of 15 undergraduates at any given time in an undergraduate population of 5400. (The assumption is that a new student enrollment usually represents 30 percent of the total.)

- 2) Limit value of benefit to imported students of \$13,250 (94-95) per year. Our current tuition and fees for a new student are \$18,170.
- 3) Limit benefit to undergraduates only.
- 4) Make all full-time employees eligible for the benefit, but have the benefit awarded according to institutional longevity using EOD date as deciding element.. In the event of a "tie," all eligible in a given year would receive the benefit.
- 5) The Office of Enrollment Management (undergraduate) should administer the program. They will collect applications and be responsible for communicating with both the sending schools of prospective students and the institutions to which dependents of eligible GW employees aspire to go. Obviously, this will require coordination between the enrollment management staff and human resource personnel.

# TUITION EXCHANGE MEMBERSHIP BY REGION\* & STATE, APRIL 1994

## NEW ENGLAND

### CONNECTICUT

Connecticut College  
Quinnipiac College  
+Sacred Heart University  
Saint Joseph College  
University of Bridgeport  
University of Hartford  
University of New Haven

### MASSACHUSETTS

Anna Maria College  
Assumption College  
Curry College  
+Eastern Nazarene College  
Emerson College  
Emmanuel College  
Merrimack College  
Mount Holyoke College  
+Regis College  
Simmons College  
Simon's Rock Early College  
+Smith College  
Springfield College  
Stonehill College  
Wheaton College

### MAINE

Saint Joseph's College

### NEW HAMPSHIRE

Colby-Sawyer College  
Daniel Webster College  
Franklin Pierce College  
New England College  
New Hampshire College  
Rivier College  
Saint Anselm College

### RHODE ISLAND

Bryant College  
Johnson & Wales University  
Providence College

### VERMONT

Norwich University  
Saint Michael's College

## MIDDLE STATES

### DELAWARE

University of Delaware  
Wesley College

### DISTRICT OF COLUMBIA

American University  
Gallaudet University  
Mount Vernon College  
+National-Louis Univ. (D.C.)

### MARYLAND

Goucher College  
Hood College  
Mount Saint Mary's College  
Washington College  
Western Maryland College

### NEW JERSEY

Bloomfield College  
Caldwell College  
Drew University  
Fairleigh Dickinson University  
Monmouth College  
Seton Hall University  
Upsala College

### NEW YORK

Adelphi University  
Alfred University  
Bard College  
Canisius College  
Cazenovia College  
Clarkson University  
College of New Rochelle  
College of Saint Rose  
Elmira College  
Hartwick College  
Hobart & Wm. Smith Colleges  
Hofstra University  
Keuka College  
Marist College  
Marymount College  
Molloy College  
Mount Saint Mary College  
Nazareth College  
Niagara University  
Pace University  
Polytechnic University  
Pratt Institute  
Rochester Inst. of Technology  
Russell Sage College  
Sarah Lawrence College  
Skidmore College  
St. Bonaventure University  
St. John Fisher College  
St. Lawrence University  
Syracuse University  
Utica College  
Wagner College  
Wells College

## **SOUTH**

### **ALABAMA**

Birmingham-Southern College  
Huntingdon College

### **FLORIDA**

Eckerd College  
Flagler College  
Florida Southern College  
Saint Thomas University  
University of Florida  
University of Tampa

### **GEORGIA**

Agnes Scott College  
Andrew College  
LaGrange College  
Oglethorpe University  
Shorter College  
Wesleyan College

### **KENTUCKY**

Berea College  
Campbellsville College  
Georgetown College  
Kentucky Wesleyan College  
Union College  
University of Louisville

### **LOUISIANA**

Centenary College  
Tulane University

### **MISSISSIPPI**

Belhaven College  
Millsaps College

## **NORTH CAROLINA**

Barton College  
Belmont Abbey College  
Catawba College  
Greensboro College  
Guilford College  
High Point University  
Lenoir-Rhyne College  
Methodist College  
Pfeiffer College  
St. Andrews Presbyterian Coll.  
Salem College  
Warren Wilson College  
Wingate College

## **SOUTH CAROLINA**

Coker College  
+Columbia College  
Converse College  
Erskine College  
Newberry College  
+North Greenville College  
Presbyterian College  
Wofford College

## **TENNESSEE**

+Carson-Newman College  
Lambuth University  
Maryville College  
Memphis College of Art  
Milligan College  
University of the South

## **VIRGINIA**

Bridgewater College  
Emory and Henry College  
Ferrum College  
Hampden-Sydney College  
Hollins College  
Mary Baldwin College  
Marymount University  
Randolph-Macon College  
Randolph-Macon Woman's C.  
Roanoke College  
Shenandoah University  
Southern Va. C. for Women  
Sweet Briar College  
University of Richmond  
Virginia Military Institute  
Virginia Wesleyan College

## **MISSOURI**

ss College of the Ozarks  
Columbia College  
Culver-Stockton College  
Drury College  
Fontbonne College  
Kansas City Art Institute  
Lindenwood College  
Maryville University  
Park College  
Southwest Baptist University  
Webster University  
Westminster College  
William Jewell College  
William Woods College

## **NEBRASKA**

Doane College  
Hastings College  
Nebraska Wesleyan University

## **NORTH DAKOTA**

Jamestown College

## **OHIO**

+Ashland University  
Baldwin-Wallace College  
Capital University  
Cleveland Institute of Art  
Defiance College  
Franciscan University  
Heidelberg College  
Hiram College  
Lake Erie College  
Marietta College  
Mount Union College  
Muskingum College  
+Ohio Northern University  
Otterbein College  
Tiffin University  
University of Findlay  
Ursuline College  
Wilmington College  
Wittenberg University  
Xavier University



## **SOUTHWEST**

### **WEST VIRGINIA**

Bethany College  
University of Charleston  
Davis and Elkins College  
West Virginia Wesleyan  
College  
Wheeling Jesuit College

### **WISCONSIN**

Beloit College  
Carthage College  
Marian College  
Northland College  
Saint Norbert College

### **ARKANSAS**

Harding University  
Hendrix College

### **NEW MEXICO**

College of Santa Fe

### **OKLAHOMA**

Oklahoma City University  
+Phillips University  
University of Tulsa

### **TEXAS**

Baylor University  
Dallas Baptist University  
McMurry University  
Southwestern University  
Texas Wesleyan University  
Trinity University  
University of Dallas  
Univ. of Mary Hardin-Baylor  
+University of St. Thomas

## **WEST**

### **CALIFORNIA**

Azusa Pacific University  
Chapman University  
+Menlo College  
Mills College  
+SW University School of Law  
University of the Pacific  
University of Redlands  
Univ. of Southern California  
Westmont College  
Whittier College

### **MONTANA**

Carroll College  
Rocky Mountain College

### **OREGON**

Lewis and Clark College  
Linfield College  
Pacific University  
+Reed College  
University of Portland  
Warner Pacific College  
Willamette University

### **UTAH**

Westminster College

### **WASHINGTON**

Pacific Lutheran University  
+Saint Martin's College  
University of Puget Sound  
Whitworth College

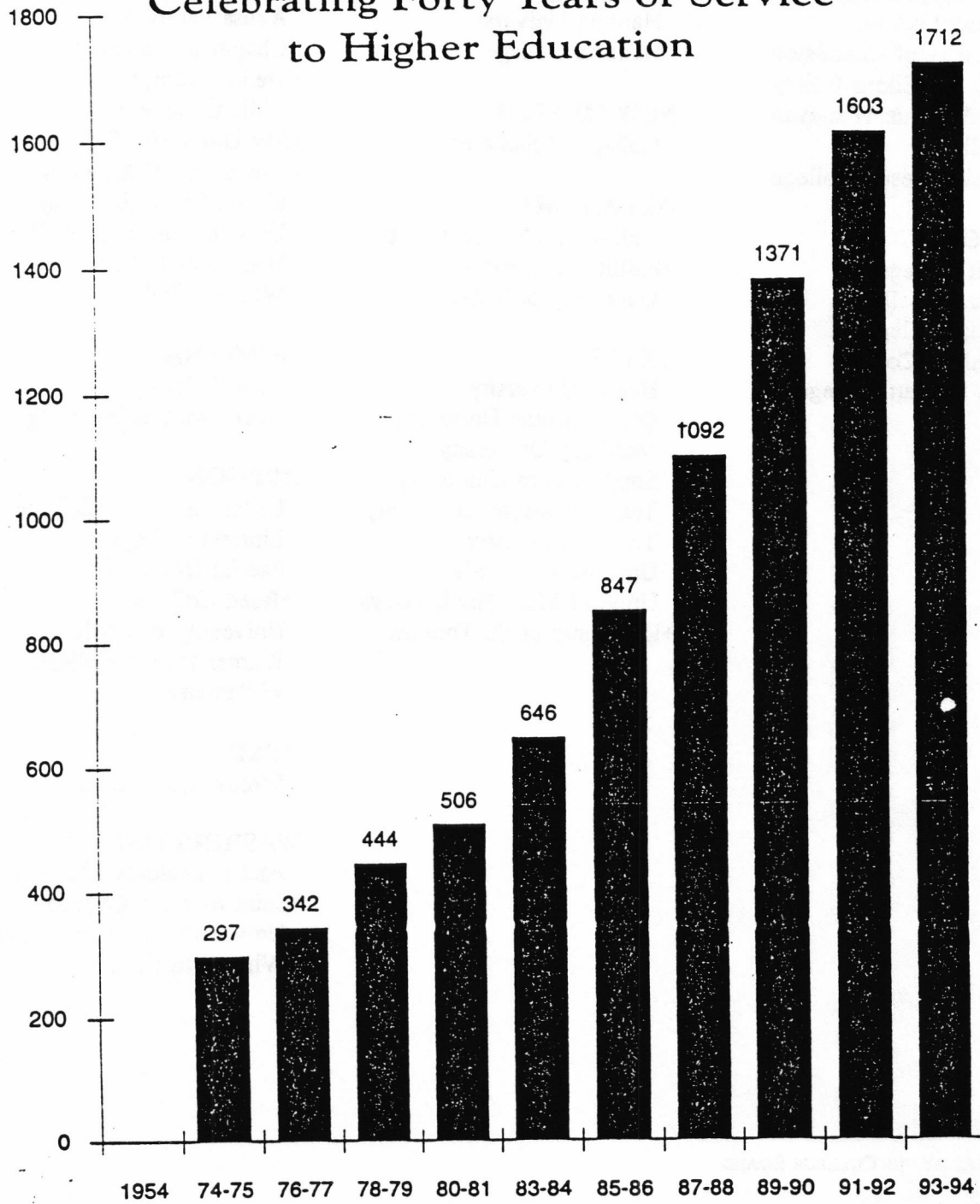
\* AS USED BY THE COLLEGE BOARD

+ JOINED IN PAST TWELVE MONTHS

# TUITION EXCHANGE, INC.

1954-1994

## Celebrating Forty Years of Service to Higher Education



Number of Participating Students During Academic Year

## WHAT IS TUITION EXCHANGE?

Tuition Exchange, Inc. (TE), is a national scholarship exchange program for institutions of higher education. Presently, there are over 330 member institutions located in 43 states and the District of Columbia. Remitted tuition at the home institution for dependents of faculty and staff members who work there is a longstanding tradition. By joining Tuition Exchange, institutions expand college-attendance opportunities for these students three-hundred fold.

Families may decide that having sons or daughters study at the same institution that employs a parent is not viable for many reasons: preferred majors and programs may be offered elsewhere; single sex environments may or may not be desired; different academic standards may be sought. By providing a means for students from different backgrounds and regions to enroll in a wide variety of institutions, Tuition Exchange helps foster greater diversity at each of our member institutions, thus strengthening the national academic community. And, among TE's members, no money changes hands - the currency of exchange is the semester unit.

## WHAT IS ITS HISTORY?

Following a study of the economic status of college teachers conducted by Dr. Francis P. King of the Teachers Insurance and Annuity Association, five New England Colleges formed an exchange group in 1947 and founded the Faculty Children's Tuition Exchange. With the help of a generous grant from the Ford Foundation Fund for the Advancement of Education in 1954, the present Tuition Exchange was incorporated in the Commonwealth of Massachusetts as a nonprofit organization whose mission is to "promote the advancement of higher education."

Tuition Exchange has sponsored over 10,000 student scholarships in its 40-year history. Growing by an average of 10% a year during the last decade, TE scholarships increased from 560 in 1983 to over 1700 in 1993. Under the leadership of the late Dr. Robert R. R. Brooks, Williams College served as host to the program until 1972. Dr. G. N. Russell Smart presided over the Muhlenberg College Office until August 1993 when Tuition Exchange began a new era as an independent educational association located in our nation's capital.

## WHAT ARE TE'S MEMBERSHIP REQUIREMENTS?

Because Tuition Exchange is committed to serving the broadest possible range of institutions nationally, it imposes a certain number of requirements upon its member institutions of higher education, all of which are accredited by their Regional Association. The major requirement of a member is to balance the number of semester units its TE students earn elsewhere (debits) with the number it provides (credits) over a five-year period. Tuition Exchange has implemented an internal classification and projection system which assists member institutions to maintain this balance. A TE member may withdraw at any time awarded scholarships have been honored and its exchange record is in balance or shows credits.

Institutions designate a dean, director or other administrator to act as Tuition Exchange Liaison Officer. The annual report completed by the Liaison Officer provides the basis for the nominal participation fees which are paid by institutions for Tuition Exchange services.

## WHO IS ELIGIBLE TO PARTICIPATE?

Tuition Exchange members have sole discretion in determining which students they wish to sponsor as TE scholars. Most institutions include faculty and staff dependents. Guidelines are available to help members develop clearly-articulated criteria for selection. Restrictions based on length of service, lottery or other reasonable means for setting limits are implemented when necessary for balance.

The awarding of Tuition Exchange scholarships is not automatic. Admissions standards must be met and space must be available at an applicant's college-of-choice. Hence, TE should not be referred to as a "fringe benefit" but rather as a scholarship to study at another institution.

## WHAT IS THE VALUE OF A TE SCHOLARSHIP?

Tuition Exchange members determine the value of the TE scholarship they offer. Most institutions offer full tuition remission for four years of undergraduate education. There are also some graduate and professional programs as well as study-abroad opportunities available. Because tuition rates vary widely among members ranging from \$4,000 to \$18,000 in 1993-94, the TE Board of Directors annually establishes a minimum scholarship award which can be used by those institutions whose tuition is higher. Based on survey data collected in the spring of 1993, this amount is set at \$13,250 for the 1994-95 academic year.

Institutions whose tuition is below the minimum scholarship amount are encouraged to supplement their award by remitting special fees and/or residence hall charges. Other institutions take into consideration the value of PELL, TAP, or similar federal or state grants when awarding TE scholarships. Members should carefully determine and apprise candidates of the value and duration of these scholarships; criteria for acceptance; and any variations such as upperclass status necessary for receiving a TE scholarship (used when incoming students outnumber outgoing ones).

## WHAT SERVICES DOES TUITION EXCHANGE PROVIDE?

Tuition Exchange administers the national program and provides the following services:

- develop and implement policies promoting exchanges
- recruit and facilitate enrollment of new members
- prepare Agreement for institutional and TE signatures
- monitor TE scholarships and institutional memberships
- assist institutions to maintain an exchange balance
- publish and distribute documents, lists, brochures etc.
- collect and disseminate data about the program

Tuition Exchange Liaison Officers from member institutions are encouraged to maintain communication with the national office, especially when first enrolling in the program. A Handbook provided each member institution illustrates in detail expectations of members and the national office. The annual analysis of each institution's five-year exchange record conducted by Tuition Exchange assists members in achieving the balance required.



## WHAT DOES IT COST TO BELONG TO TUITION EXCHANGE?

Membership in Tuition Exchange is quite reasonable in cost. There is an initiation fee of \$250 for new or renewing members. The annual membership fee is \$150 per institution and a small participation fee of \$35 is paid for each TE student sponsored for study elsewhere. Institutions offering cash grants often find Tuition Exchange membership an attractive addition or alternative to the cash grant.

## IS TUITION EXCHANGE TAXABLE AS INCOME?

Historically, tuition remission and exchange scholarships at the undergraduate level have not been regarded as taxable income unlike cash grants which have been treated differently under a recent Tax Court ruling. The Deficit Reduction Act of 1984 (DEFRA) of 1984 expanded Section 117 of the IRS Code of 1954 as follows:

In general . . . gross income shall not include any qualified tuition reduction . . . below the graduate level (provided) such reduction is available on substantially the same terms to each member of a group of employees which is defined under a reasonable classification established by the employer which does not discriminate in favor of officers, owners, or employees.  
(HR 1470, page 18)

## WHO SERVES ON THE TUITION EXCHANGE BOARD OF DIRECTORS?

Mr. Larry H. Christman .....	Association of Independent Colleges and Universities of Ohio
Dr. Sherrill Cleland .....	Marietta College
Dr. Thomas W. Cole, Sr. ....	University of Florida
Chair: Mr. Arthur J. Fritz, Jr. ....	SUNY College of Environmental Science and Forestry
Ms. Lisa D. Mayer .....	Simmons College
Mr. James M. Mulanaphy .....	TIAA-CREF
President: Dr. Carmen G. Neuberger .....	Dickinson College
Mr. Howard D. Saperston .....	University of Southern California
Dr. Philip B. Secor .....	Philip B. Secor and Associates
Dr. G. N. Russell Smart .....	Muhlenberg College
Dr. Alfred D. Sumberg .....	American Association of University Professors

## HOW DOES A COLLEGE OR UNIVERSITY BECOME A TE MEMBER?

Inquiries are made to the National Office in Washington, D.C. Meetings or conference calls can be arranged when an institution is considering membership. Should an affirmative decision be made, a letter of intent and a copy of the college catalogue are sent to Dr. Carmen G. Neuberger, President, who initiates the process. She can be reached at:

### **TUITION EXCHANGE, Inc.**

1785 Massachusetts Avenue, NW Suite 320

Washington, DC 20036-2117

Telephone: (202) 462-9100, Facsimile: (202) 462-9111

Distributed by the Appointment, Salary and Promotion Policies Committee at the 11/1//94 Senate meeting.

	<u>President's Salary</u>	
	Private Research Universities (1)	
	<u>1991-92</u>	<u>1992-93</u>
Boston U.	\$275,000	\$637,500
Vanderbilt	\$395,000	\$425,525
Duke	\$315,000	\$327,600
Johns Hopkins	\$308,524	\$317,153
NYU	\$300,000	\$300,000
Tulane	\$282,512	\$297,512
<u>GWU</u>	<u>\$260,000</u>	<u>\$260,000</u>
Brandeis	\$202,380	\$240,880
Carnegie-Mellon	\$230,062	\$239,703
Case Western Reserve	\$228,000	\$239,500
University of So. California	\$235,000	\$235,819
Georgetown	\$220,807	\$232,000
Emory	\$211,600	\$223,965
Syracuse	\$172,222	\$209,628
American	\$165,457	\$206,545
Tufts	-	\$206,250
Northwestern	\$220,600	\$200,600

(1) Data from Chronicle of Higher Education, September 14, 1994.



GRADUATE PROGRAM IN GENETICS

November 7, 1994

Interim Report: Faculty Senate Committee on Athletics and Recreation

The Committee on Athletics and Recreation met on October 3 and November 7 to consider the following agendas:

Jack Kvancz, Director of Athletics, gave the committee some of his perceptions regarding the future direction of the various competitive sports at G.W., specifically, programs were categorized as competing at the national, regional or local level. In addition, he discussed the status of the Athletic 10 Conference.

Vice President Chernak discussed some of the financial aspects of the athletics programs, and concerns about the \$6.6 million subsidy provided by G.W. for athletics last year. Further discussion of these matters is anticipated at our next meeting.

NCAA representative Edward Caress, discussed legislation to be considered at the next NCAA convention, especially that pertaining to modifications in Proposition 48, which concerns freshmen eligibility.

An update on the Health and Wellness Center was brief because the Zoning Board turned down GW's application.

*Stephen O. Schiff*



Interim Report of the

SENATE COMMITTEE ON PROFESSIONAL ETHICS & ACADEMIC FREEDOM

V. Cohn, K. J. Darr, J. L. Gastwirth, K. J. Hartswick, C. H.  
Hoare, P. Kaiser, H. L. Liebowitz, J. Lobuts, Jr., M. H.  
McGrath, M. F. Moses, H. C. Pierpont, D. Robinson, Jr., J. L.  
Stephanic, R. Thornhill, C. Tuazon, H. E. Yeide; J. H.  
Friedenthal, R. J. Harrington, S. B. Kaplan, L. B. Salamon.

Date: November 10, 1994

The committee had on its agenda the following items:

1. University policy respecting early tenure

A resolution was adopted by the Committee 11/9/94 and forwarded via the Executive Committee with recommendation for adoption by the Faculty Senate.

2. By-laws of university units

3. Addition/ clarification of provisions of the Faculty Code with respect to re-appointments, procedures and rights.

The Committee has appointed a sub-committee chaired by Prof. Yeide. Our consideration will be coordinated with the Committee on Appointment, Salary and Promotions chaired by Professor Griffith.

4. Senate resolution on administrative nonconcurrences (94/2)

The committee is in receipt of a memorandum from Prof. L. Robinson requesting expedited consideration of this item to prepare an amendment to the Faculty Code reflecting the above resolution. The Committee has begun work on this item.

5. Memorandum of protest from Prof. D. Silber regarding employee information requested for inclusion in Banner system files.

A memorandum has been sent to Academic Affairs to enquire as to the action taken to address the concerns raised by Prof. Silber.



**Interim Report of  
Senate Committee on Faculty Development and Support**

The Committee on Faculty Development and Support presented a resolution on voluntary retirement opportunities (94/1) to the Senate in September 1994. This resolution was recommitted to the Committee and is before the Senate today in a revised form (94/3).

We are continuing the program to use the available faculty expertise in improving the organizational climate in academic departments of the University. We have compiled a list of faculty members who are willing to provide limited amount of consulting services to University departments at no charge or for less than their usual consulting fees. The committee requests the senate representatives to mention the availability of this list to their departments and schools.

We have also formed a Standing Subcommittee on Recruitment and Retention of Minority and Women Faculty.

Murli M. Gupta  
Chair, Senate Committee on Faculty Development  
and Support

November 11, 1994

## EDUCATIONAL POLICY COMMITTEE

### Interim Report

November 4, 1994

The Educational Policy Committee has had one meeting. At that time we reviewed our agenda for the year and identified the proposed Honor Code as our major task for the fall semester. At that meeting, the proposed code was reviewed. Scott Mory answered questions about the development of the code. Several suggestions for improved language were made. At our next meeting, scheduled for November 18, the committee will complete the discussion of the content of the code and begin developing a plan for the role of the Educational Policy Committee in implementing an Honor Code at The George Washington University. Additionally, a member of our committee has been elected to serve on the Committee on Academic Calendar as a follow up to prior concerns over the calendar.

Submitted by:



Diane M. Brewer, Chair

REPORT OF THE EXECUTIVE COMMITTEE  
NOVEMBER 11, 1994  
PROFESSOR LILLEN F. ROBINSON, CHAIR

I. GRIEVANCES

The grievance in the Medical School has entered the hearing stage. Two other grievances, previously reported, are from the School of Education and the School of Engineering. The latter is in mediation and the former in hearing.

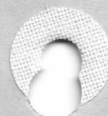
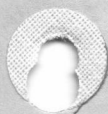
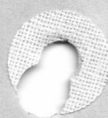
II. NONCONCURRENCE PROCESS

In accordance with Resolution 92/4, "A Resolution on Administrative Nonconcurrences with Faculty Recommendations," adopted by the Senate at its October 14th meeting, the Professional Ethics and Academic Freedom Committee has been requested to prepare Faculty Code language on the alternate process for Senate discussion and vote. Pursuant to a request from the Board of Trustees that the Faculty Senate complete its work on the Code language in time for submission to the Board for its February meeting, the Executive Committee has asked the PEAFC Committee to provide such language for Senate action no later than the January 20th meeting.

III. ANNOUNCEMENTS

The Executive Committee will meet on Friday, November 18th, a week earlier than usual because of the Thanksgiving Holiday. Any reports or resolutions should be forwarded to the Executive Committee before November 18th for inclusion on the Senate's agenda for the December 9th meeting.





THE GEORGE WASHINGTON UNIVERSITY  
Washington, DC

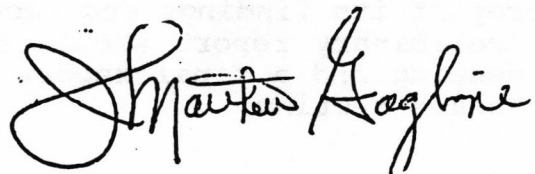
The Faculty Senate

October 31, 1994

The Faculty Senate will meet on Friday, November 11, 1994, at 2:10 p.m. in Lisner Hall 603.

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of October 14, 1994
3. Resolutions:
  - (a) A RESOLUTION TO RECOMMEND THE ESTABLISHMENT OF A JOINT FACULTY-ADMINISTRATION TASK FORCE ON RETIREMENT OPPORTUNITIES AND INCENTIVES TO FACULTY (94/3); Professor Murli M. Gupta, Chair, Faculty Development and Support Committee (Resolution 94/3 attached)
  - (b) A RESOLUTION ON THE STRATEGIC PLAN FOR RESEARCH (94/4); Professor Phyllis D. Kind, Chair, Research Committee (Resolution 94/4 attached)
4. Introduction of Resolutions
5. General Business:
  - (a) Nomination for election of Acting Chair of the Committee on Admissions Policy, Student Financial Aid, and Enrollment Management (to be announced)
  - (b) Report of the Executive Committee: Professor Lilien F. Robinson, Chair
  - (c) Interim Reports of Senate Committee Chairs
6. Brief Statements (and Questions)
7. Adjournment



J. Matthew Gaglione  
Secretary



A RESOLUTION TO RECOMMEND THE ESTABLISHMENT OF  
A JOINT FACULTY-ADMINISTRATION TASK FORCE ON  
RETIREMENT OPPORTUNITIES AND INCENTIVES TO FACULTY (94/3)

WHEREAS, there is no fixed-age retirement for the University faculty as of 1/1/94; and

WHEREAS, many faculty members requesting voluntary early retirement have heretofore obtained certain financial and other benefits as part of their retirement package and such practice needs to continue under a future Voluntary Retirement Policy that would allow faculty members to retire before their teaching and research effectiveness becomes compromised; and

WHEREAS, any future Voluntary Retirement Policy would have academic, fiscal and personnel implications for the academic departments and schools, and for the operating budget of the University, NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

(1) That a comprehensive scheme of incentives and benefits that might be available to retiring faculty be established and made known to the University faculty; and

(2) That a joint faculty-administration Task Force be established to examine the range of financial and other benefits that could be provided by the University to retiring faculty, and to assess the future cost and policy implications of such benefits; and

(3) That the Task Force consist of four faculty members to be nominated by the Executive Committee for election by the Faculty Senate. One of these nominees will be a member of the Faculty Senate and will co-chair the Task Force. The Vice President for Academic Affairs will co-chair the Task Force and will appoint two additional members; and

(4) That the Task Force solicit input from the faculty and report its findings and recommendations to the Faculty Senate. A preliminary report should be prepared for the April 1995 Senate meeting and a final report should be prepared for the April 1996 Senate meeting.

Faculty Senate Committee on Faculty Development and Support  
October 26, 1994

**A RESOLUTION ON THE STRATEGIC PLAN FOR RESEARCH (94/4)**

**WHEREAS,** The Faculty Senate is convinced that the value and stature of The George Washington University as an educational institution, to its students, to its faculty and to the nation at large, would be enhanced by increasing the level of scholarly research; and

**WHEREAS,** The Faculty Senate believes the opportunities, facilities and incentives for the conduct of scholarly research should be increased for faculty in all of the Schools and Departments of the University; and

**WHEREAS,** The Faculty Senate, through its Research Committee, has evaluated the constraints on scholarly research and the incentives for the conduct of that research at The George Washington University, and published the results of this study in its 1991 report; and

**WHEREAS,** The Faculty Senate believes that the 1994 Strategic Plan for Research recognizes the constraints on the opportunities for the conduct of scholarly research at The George Washington University and proposes a series of measures designed to alleviate many of these barriers and enhance research opportunities;

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:**

That the Faculty Senate endorses wholeheartedly this Strategic Plan for Research and urges its complete and speedy implementation by the University Administration across all of the Schools and Departments of the University.

Research Committee  
October 24, 1994

